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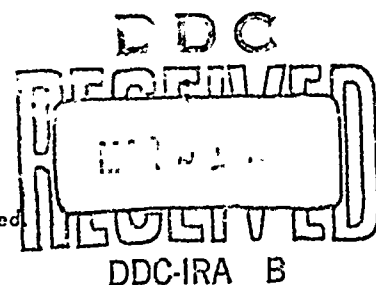
Evolution of a Job Inventory and Tryout of Task Rating Factors

By
Joseph E. Morsh

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PERSONNEL RESEARCH LABORATORY
AEROSPACE MEDICAL DIVISION
AIR FORCE SYSTEMS COMMAND
Lackland Air Force Base, Texas

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**VARITYPIST: ESTHER BARLOW
HOPE DE LA CRUZ**

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FOREWORD

The evolution of Personnel Job Inventory set forth in this report played an important part in the development of the Air Force method of job analysis. In May 1959, a Personnel Specialist Inventory was used by Captain Forrest R. Ratliff and Technical Sergeant William S. Jenkins in structuring interviews of 60 senior personnel specialists at Lackland Air Force Base. Information derived from these interviews was used in building a job inventory, which in August 1961 was administered by mail to 113 incumbents in six major Air Force commands. In March 1963, this inventory was used by the Strategic Air Command (SAC) to survey 834 incumbents in five commands. A hierarchal grouping procedure developed by Dr. Joe H. Ward was applied to the SAC data by Dr. Raymond E. Christal and programmed by Computer Sciences Corporation, Houston, Texas, for the identification of job types. In the spring of 1964 the inventory was again revised by Dr. Donald B. Gragg and was administered to 1,647 airmen assigned in 11 specialties in the Personnel Career Field. The data were grouped and significant job types were identified and described.

The research was carried out under Project 7734, Development of Methods for Describing, Evaluating, and Structuring Air Force Occupations; Task 773401, Development of Methods for Collecting, Analyzing, and Reporting Information Describing Air Force Specialties.

This technical report has been reviewed and is approved.

James H. Ritter, Colonel-USAF
Commander

Edward H. Kemp
Technical Director

ABSTRACT

The results of surveys of the Personnel Career Field conducted in 1959, 1961, 1963, and 1964 are reported. Improvements in inventory content and format and in administrative procedures were incorporated with each successive survey. In the last two surveys incumbents completed a background information sheet and rated the relative time spent on tasks. A computerized hierarchal grouping procedure applied to the time-spent data was used to identify and describe job types. In the 1962 survey 35 significant job types were found. In the 1964 survey 34 job types were identified. Job types tend to cut across commands and to some extent across grades and specialties. In the 1964 survey, in addition to relative time spent, subsamples of incumbents used four other task rating factors: technical assistance required, frequency of performance, difficulty of learning by on-the-job training, and training emphasis. Results of the tryout of these ratings are also reported.

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EVOLUTION OF A JOB INVENTORY AND TRYOUT OF TASK RATING FACTORS

I. INTRODUCTION

The Air Force has a fundamental interest in determining precisely what officers and airmen do in each of the many specialties that make up the Air Force personnel system. This information about jobs is needed in writing specialty descriptions, in the measurement of job proficiency, in the formulation of training curricula, and in many other areas of Air Force personnel management. One of the first steps in meeting this demand is the development of a practical methodology for collecting, organizing, analyzing, and interpreting occupational information. After comparison of the traditional methods of job analysis, Rupe (1956) concluded that some form of checklist survey offered the greatest potentiality for fulfilling the needs of the several personnel agencies of the Air Force. Further inquiry into the methods used by various government departments by Morsh & Ratliff (1959) gave support to the probable usefulness of the job inventory approach.

In the light of these findings, an experimental inventory was constructed in 1959 to determine its potentiality for obtaining information about what is done on the job in the Personnel Specialist Career Ladder (AFSC 732X0). This inventory consisted of three lists: 11 duty statements, 68 task statements ordered according to each of the 11 duties to which they pertained, and finally, 18 responsibility items or statements of accountability.

The Personnel Inventory was devised to obtain information about individual jobs. A job, defined as the work performed by one person, is regarded as being composed of a number of major work functions or duties, each of which can be further broken down into significant components called tasks.

II. EXPLORATORY STUDY

The inventory was administered individually to an exploratory tryout sample of 60 personnel specialists at Lackland Air Force Base. Incumbents were asked to make three ratings of each of the 11 duty statements: number of hours spent per week, weeks of experience on the job needed to become proficient, and difficulty recorded on a 5-point scale compared with other duties performed. The 68 tasks were rated on frequency of performance and on time to perform. It was found that respondents sometimes failed to associate tasks with logically related duties. Thus they sometimes reported doing a task which was part of a duty but failed to indicate that they performed the duty by checking it on the duty list.

III. DUTY ANALYSIS

On the average, only about one-fourth of the 60 airmen in the sample performed any one duty. As shown in Table 1, mean reported hours per week spent on the 11 duties ranged from 3.9 to 31.3. The greatest mean number of hours was reported for Duty I, "Administer Standard Air Force Tests," while the least time, a mean of less than four hours per week, was spent on Duty G, "Advise Military Personnel on Personal Affairs." The large amount of time devoted to test administration was a function of the biased sample. This finding, as will be

**Table 1. Time Spent, Experience, and Difficulty Ratings
of Eleven Personnel Specialist Duties**

(Exploratory Study, N = 60)

Duty	N Per- form- ing	Hours spent per week		Weeks needed to be proficient		Relative Difficulty	
		Mean	S.D.	Mean	S.D.	Mean	S.D.
A. Initiate & Maintain Airman Personnel Records	20	20.15	11.02	6.35	4.40	2.50	0.81
B. Interpret & Apply Airman Classification Procedures	18	7.72	9.30	5.11	3.63	3.06	0.91
C. Initiate, Maintain, & Extract Information from Officer Personnel Records	9	9.44	11.45	5.67	4.94	2.22	0.63
D. Extract & Compile Personnel Data & Prepare Morning Reports	17	17.65	11.19	8.00	5.92	2.94	0.64
E. Prepare Military Pay Orders & Related Documents for Military Personnel	11	16.91	15.88	4.82	4.90	2.00	1.13
F. Prepare & Maintain Personal Affairs Forms	10	4.60	10.14	2.60	3.29	2.10	0.83
G. Advise Military Personnel on Personal Affairs	16	3.94	5.65	6.31	6.31	2.69	0.92
H. Prepare Correspondence & Maintain Files Pertinent to Personnel Matters	26	6.81	7.77	4.38	2.70	2.65	0.68
I. Administer Standard AF Tests	10	31.30	11.01	16.40	12.71	1.90	0.94
J. Prepare & Validate Personnel Records for Reenlistment or Separation of Military Personnel	11	4.54	9.70	3.36	3.39	2.54	0.66
K. Supervise Subordinate Personnel Specialists	18	13.89	12.24	14.00	11.16	2.94	0.70

apparent in subsequent surveys to be reported, reflects the unique testing program at Lackland Air Force Base and is not typical of other bases in the Air Force. The variability in reported hours spent per week was extreme. For 6 of the 11 duties the standard deviation was greater than the mean.

The average experience judged to be needed to become proficient in a duty ranged from 2.6 weeks for preparing and maintaining personal affairs forms to 16.4 weeks for administering standard Air Force tests. For supervising subordinate personnel specialists, the mean estimate of experience needed was 14 weeks. Duties having to do with preparation of various military forms were judged to require the least experience. In the case of some of these estimates also there was extreme variability.

The ratings of relative difficulty were made on a 5-point scale ranging from "very easy" to "very difficult." For analysis purposes the categories were given numerical values from 1 to 5. Little differentiation was shown among difficulty ratings. All duties were rated about

average difficulty, the range being 1.90 to 3.06. A duty rating is hard to interpret because the rating of one man might apply to a single task he did in the duty while the rating of another incumbent might cover several tasks he performed in the same duty.

IV. TASK ANALYSIS

The 68 tasks were rated on frequency of performance and on time to perform. The frequency ratings indicated that few men performed any one task. The distribution of these ratings, however, showed extreme variability. A partial explanation of this result is probably the overlapping of task statements. If frequency estimates are to be meaningful, each task must be an independent functional unit. A task must have a beginning and an end. Reporting the frequency of on-going or continuous activities has little meaning.

Table 2. Time to Perform Personnel Specialist Tasks
(Exploratory Study, N = 60)

Mean Time to Perform			Number of Tasks
2.51 hr	to	3.00 hr	2
2.01 hr	to	2.50 hr	2
1.51 hr	to	2.00 hr	6
1.01 hr	to	1.50 hr	19
0.51 hr	to	1.00 hr	28
0.00 hr	to	0.50 hr	11
Total			68

As shown in Table 2, time-to-perform task ratings also showed great variability. Respondents apparently were confused when making time estimates of activities of brief duration which were repeated several times a day. In some instances total work time reported, determined by multiplying frequency of performance by time spent and then summing across tasks, far exceeded the number of hours in the week. Such incongruous results are probably due to ambiguity or lack of independence of the statements. Where tasks overlap, reported times will also overlap. Thirty-nine of the 68 tasks required an average of an hour or less to do and almost all of the tasks averaged less than two hours.

The largest number of incumbents performing any one task was 28 who reported that they "check subordinates' work for accuracy and conformance with current regulations, directives, and policies." Only one incumbent each responded to "hand score tests and record results," and "prepare DD Forms 214."

V. RESPONSIBILITY ANALYSIS

Incumbents checked each of the 18 responsibility statements "yes" or "no" to indicate whether or not they had the responsibility. Of the 60 incumbents, the largest number, 44, indicated responsibility "for neatness and accuracy in transcribing records and reports" while the fewest responses were 6 for "responsible for accurate presentation of available Air Force

officer specialty information." Knowing the responsibilities a man has, however, may provide little information about what the man actually does. Furthermore, responsibilities cannot be quantitatively rated or compared in terms of time spent, frequency, required training, or other attributes and thus cannot readily be treated statistically. It was found that the responsibility statements in the inventory could all be reworded as one or more task statements without appreciable loss of meaning. For example, the responsibility statement, "I am at present responsible for promptness and accuracy of military pay orders," is reasonably covered by either, "I prepare and type military pay orders" or "I supervise preparation of military pay orders and related documents." Since responsibilities can largely be inferred if work performed is known, it was decided to dispense with responsibility statements as such in constructing future inventories.

VI. PRELIMINARY SURVEY BY PERSONNEL RESEARCH LABORATORY

In the exploratory study 31 incumbents wrote in a total of 63 task statements. These added items were collated with the task statements in the inventory and all the responsibility statements were reworded as task statements. The format of the inventory was modified to conform with that specified in AFM 35-2. The resulting instrument consisted of 137 task statements organized under 16 duty categories. This revised inventory was then mailed to five personnel specialists at each of 24 bases in six major air commands. All grades from airman first class to chief master sergeant were included in the sample. Experience of these airmen in the Personnel Career Field ranged from 1 year and 9 months to 20 years. Completed inventories were returned by 111 incumbents, 17 at the 9-skill level, 55 at the 7-skill level, and 39 at the 5-skill level.

The purpose of this preliminary survey was threefold: (1) to try out a much abbreviated version of the administrative directions given in AFM 35-2, (2) to seek improvement of the time-spent ratings by asking that the number of hours per week be entered when five or more hours per week are spent on a task, and (3) to obtain more complete task and duty information.

VII. RESULTS OF THE PRELIMINARY SURVEY

As shown in Table 3, the 9- and 7-skill level personnel specialists, as compared with 5-skill level men, more often perform administrative tasks related to organizing and planning, directing and implementing, inspecting and evaluating, training, and supervising. Incumbents at the 5-skill level tend more often to initiate and maintain airman personnel records, extract and compile data, and prepare morning reports and military pay orders. Tasks pertaining to the preparation of correspondence and maintenance of files are performed by large percentages of men at all three skill levels. On the other hand, tasks having to do with preparing and maintaining personal affairs forms, advising on personal affairs, administering tests, and preparing and validating reenlistment and separation records are performed by relatively few incumbents of any skill level.

Forty of the 137 tasks in the inventory were performed by 50 per cent or more of 9-skill level incumbents. Thirty-five tasks were not performed by any 9-skill level NCO. Thirty-eight tasks were performed by 50 per cent or more of the 7-skill level incumbents, while each task in the inventory was performed by at least one 7-skill level man. Only four tasks were performed by 50 per cent or more 5-skill level incumbents.

Table 3. Percentage of Incumbents Performing Duties by Skill Level

(N = 111)

Duty	Skill Level		
	73250	73270	73290
N =	39	55	17
A. Organizing & Planning	75.0	94.6	100.0
B. Directing & Implementing	45.0	85.4	100.0
C. Inspecting & Evaluating	75.0	96.4	100.0
D. Training	55.0	83.6	100.0
E. Supervising Performance of Work	47.5	83.6	88.9
F. Initiating & Maintaining Airman Personnel Records	60.0	56.4	44.4
G. Interpreting & Applying Airman Selection & Classification Procedures	62.5	40.0	83.3
H. Initiating, Maintaining, & Extracting Information from Officer Personnel Records	37.5	45.4	55.6
I. Extracting & Compiling Personnel Data & Preparing Morning Reports & Other Reports	40.0	27.3	16.7
J. Preparing Military Pay Orders & Related Documents	27.5	18.2	0.0
K. Preparing & Maintaining Personal Affairs Forms	12.5	25.4	11.1
L. Advising Military Personnel on Personal Affairs	20.0	40.0	27.8
M. Preparing Correspondence & Maintaining Files	77.5	78.2	83.3
N. Administering Standard Air Force Tests	7.5	12.7	0.0
O. Preparing & Validating Records for Reenlistment or Separation of Military Personnel	25.5	27.3	11.1
P. Supervising Subordinate Personnel Specialists	47.5	78.2	88.9

The 111 airmen surveyed listed 92 different work assignment titles. The use of different titles, however, does not necessarily mean that there were 92 distinct jobs. Sixty-one men were division, branch, or section NCOICs, 4 were sergeant majors, 4 were supervisors and 20 listed themselves as clerks. (Table 4)

Judged by the responses obtained, the incumbents surveyed were able to follow the brief directions. No inventories were returned which showed evidence of confusion or misunderstanding. In the light of these favorable findings, and with additional support from subsequent studies, the shortened directions were incorporated in the revision of AFM 35-2 which was published in January 1963.

As a result of the preliminary study, 13 new duties were suggested. Two hundred and fifty additional task statements were written in, 134 under the 16 original duties and 116 under proposed new duties. Based on collation of this write-in information the job inventory was again revised with the number of tasks being increased to 215. The number of duty categories, however, was reduced to 14.

Table 4. Reported Work Assignments of Preliminary Survey Sample

(N = 111)

Work Assignment	Skill Level			Total
	73290	73270	73250	
NCOIC	8	45	8	61
Asst NCOIC		2	1	3
Sgt Major	3	1		4
Superintendent	3	1		4
Chief Clerk	2	1		3
Supervisor			2	2
Clerk			20	20
Miscellaneous	1	5	.8	14
Total	17	55	39	111

VIII. SURVEY CONDUCTED BY STRATEGIC AIR COMMAND, 1962

At the request of Headquarters, Strategic Air Command (SAC), the revised Personnel Job Inventory was made available for a survey by SAC of incumbents in five major commands: ADC AFSC, ATC, SAC, and TAC. Items used in this inventory appear in the Appendix. Incumbents checked the tasks they performed, added tasks which were not listed, and then rated the tasks they had checked on a 5-point relative time-spent scale. The completed inventory booklets were transmitted to the Personnel Research Laboratory. Data derived from 834 incumbents were key punched and analyzed. The sample was distributed by skill level as follows:

AFSC	N	% in Sample	% Assigned in AF
73230	51	6.1	15.6
73250	498	59.7	55.9
73270	256	30.7	24.2
73290	29	3.5	4.3
Total	834	100.0	100.0

Table 5 shows the number of tasks in each duty which accounted for 50 per cent and also for 75 per cent of average time spent by incumbents at each skill level. It will be noted that the apprentice level airmen and the 5-skill level Personnel Specialists spent most of their time maintaining records or extracting data. Preparation of correspondence occupies considerable time of all skill levels.

The percentage of incumbents at each skill level in the Personnel Career Ladder who performed each task is shown in the Appendix. Of the 215 tasks in the inventory, only 68 are done by 10 per cent or more of the 3-skill level incumbents; 45 tasks are not done by any apprentices. A total of 117 tasks are performed by 10 per cent or more of the 73250 incumbents.

Table 5. Number of Tasks in Each Duty Accounting for 50% and for 75% of Average Time Spent by Skill Level

(SAC Survey 1962)

Duty Average Time Spent	73230 (N = 51)		73250 (N = 498)		73270 (N = 256)		73290 (N = 29)		No. of Tasks in Duty
	50%	75%	50%	75%	50%	75%	50%	75%	
A. Organizing & Planning	1	4	3	6	11	15	10	14	16
B. Directing & Implementing		1	1	3	4	11	4	8	15
C. Inspecting & Evaluating	1	1	4	6	7	12	8	12	16
D. Training				4	6	8	2	6	10
E. Maintaining Records	11	17	9	19	3	7		2	31
F. Applying Procedures	2	4	3	6	2	9		2	13
G. Extracting Data	2	9	10	11	2	5		1	19
H. Preparing Pay Orders	1	5	1	6		1			9
I. Maintaining Personal Affairs Forms	1	1	1	1					5
J. Advising & Counseling	1	1		1	1	9		2	19
K. Preparing Correspondence	5	5	5	13	3	6	2	4	24
L. Administering Tests									8
M. Processing Reenlistments		3		2					17
N. Operating Machines	2	5	3	5	1	3			13
Total	27	56	40	83	40	86	26	51	215

Ten per cent or more of 7-skill level incumbents perform each of 151 tasks. The 64 tasks done by less than 10 per cent of these men pertain to administration of tests, processing personnel for reenlistment or separation, and operating machines and other equipment. Ten per cent or more of the 9-skill level men do 113 tasks while 46 tasks are not done by these incumbents.

IX. PERSONNEL CAREER LADDER JOB TYPES (SAC SURVEY 1962)

Each completed job inventory is, in a sense, a description of an individual's job in that it specifies his work activities and shows how his time is distributed across the tasks listed. Thus each individual in the occupational survey generates a separate job description. Christal (1962) has applied a computerized hierarchal grouping program developed by Ward (1961) to the problem of identifying the individual job incumbents in a specialty who perform essentially the same work activities, that is, who are members of the same "job type." The criterion for job similarity may be the degree of overlapping of tasks performed, overlapping of time spent on tasks (the criterion used in the present study) or other measure. The computer first converts the relative time-spent rating of each task into per cent time spent. It is assumed that the total of an incumbent's time-spent entries represents 100 per cent of his time on the job. The per cent time he spends on a particular task is computed by dividing the task rating by the sum of the ratings for all of the tasks the incumbent performs and multiplying this quotient by 100. The computer locates the two persons having the most similar jobs and develops a single job description which accounts for their task performance or work time with the least error. The computer then finds and combines a third description which

most resembles the first pair or combines the two next most similar ungrouped descriptions. The process is continued until all combinations are defined with all possible group descriptions formed, by adding an ungrouped case or combining groups, down to a single description of the group consisting of the entire sample.

By noting the stage in the clustering process where dissimilar groups are joined together with a marked rise in the error term, the number of identifiable job types in the career ladder can be determined. At this critical stage the computer is programmed to publish the best job description of each job type (composed of 5 or more members) and to identify the group members.

The sample of 834 incumbents surveyed by SAC represents 5.3 per cent of the authorized strength of the Personnel Career Ladder. If this sample is assumed to be representative of the Air Force, the number of airmen in each job type in the Air Force is approximately 20 times the group N's given in Table 6. The smallest job type considered in the present study, therefore, is composed of about 100 members.

At the 118-group stage the following groups had been generated:

Group Members	No. of Groups
5 or more	33
4	4
3	9
2	21
1	51
Total	118

Descriptions of all job types having 5 or more members were printed out at the 118-group stage. Since the decision regarding where to "freeze" in the grouping process rests upon subjective inspection of the computer data, job type descriptions were printed out at earlier stages to show the groups that had combined to form the 118-stage groups. Job descriptions were also published at later stages to indicate how the 118-stage groups would merge. No job type was considered to be sufficiently homogeneous unless 50 per cent or more of the time spent by its members was accounted for by the job type description.

The 35 job types identified, each having five or more members, are listed in order of size in Table 6. Of these, 27 were present at the 118-group stage of the grouping process. One of the job types was a combination of NCOIC Personal Affairs, which was formed at the 220-group stage and Personal Affairs Clerk which clustered at the 222-group stage. In the final listing, these two were left as separate job types because of the differing supervisory and performance tasks involved. Seven other job types varying in membership from 5 to 29, were generated at later stages in the grouping process.

X. SURVEY CONDUCTED BY THE PERSONNEL RESEARCH LABORATORY, 1964

Since there had been some delay in developing appropriate computer programs for the analysis of data derived from the SAC survey, the results obtained no longer reflected the current status of work performed in the Personnel Career Field. Consequently, early in 1964 the Personnel Research Laboratory undertook to resurvey the field. Using task information added during the SAC survey as a basis for revision, the inventory was rewritten. Instead of the four specialties previously covered, the new instrument was designed to include 11 AFSCs: 73230A/B, 73231, 73232, 73250A/B, 73270A/B, 73271, 73272, and 73290. In the inventory, 260 tasks were listed under 11 duty categories. The inventory has been reproduced in a previous report (Morsh, 1965).

Table 6. Personnel Career Ladder Job Types

(SAC Survey 1962)

Number	Job Type Title	No. of Members	% Time Described	Stage Formed
1	NCOIC Military Personnel Activities	128	56.1	149
2	Airman Records Clerk	68	50.4	118
3	NCOIC Records	63	54.8	121
4	Separations & Reenlistment Clerk	43	50.3	90
5	Assignment & Manning Clerk	36	52.7	133
6	Pay Clerk	34	55.4	158
7	NCOIC Machine Records & Reports	32	63.7	199
8	Morning Report Clerk (Manual)	32	52.6	130
9	Machine Records Clerk	31	64.4	127
10	NCOIC Special Actions	29	55.2	92
11	NCOIC Personal Affairs	23	63.4	220
12	Officer Records Clerk	20	52.5	131
13	Morning Report Clerk (Mechanized)	18	54.7	147
14	NCOIC Pay Section	15	61.7	153
15	NCOIC Classification & Pro Pay	15	52.1	99
16	Assignment & Classification Clerk	13	55.2	140
17	NCOIC Base Testing & OJT	11	61.4	219
18	NCOIC Morning Report Unit	11	53.6	113
19	Records Review Clerk	11	56.7	135
20	NCOIC Training	10	53.9	143
21	Administrative Clerk	10	53.3	122
22	OER Clerk	10	55.6	136
23	Reenlistment NCO	9	55.6	129
24	Records Maintenance Clerk	7	60.4	174
25	APR Clerk I	7	54.1	97
26	Manning Clerk	7	55.3	128
27	Processing Clerk	6	60.9	144
28	Career Guidance Counselor	6	52.1	57
29	Test Administrator	6	64.4	169
30	Personal Affairs Clerk	5	63.9	222
31	Reserve Records Clerk	5	62.8	132
32	Form 7 Clerk	5	57.0	126
33	NCOIC Student Records	5	56.8	111
34	Distribution Clerk	5	59.6	142
35	APR Clerk II	5	62.6	187

The job inventory booklets were mailed to Test Control Officers in 21 major air commands for administration to incumbents. The completed booklets were returned to the Laboratory.

In the 1964 survey, in addition to relative time spent, four subsamples of incumbents, each using a different inventory form, made ratings of technical assistance required, frequency of task performance, difficulty of learning by on-the-job training, (OJT), and training emphasis. The four forms of the job inventory were completed by airmen as follows:

Job Inventory	Ratings	N
Form A	Time Spent & Technical Assistance Required	406
Form B	Time Spent & Frequency of Task Performance	406
Form C	Time Spent & Difficulty of Learning by OJT	396
Form D	Time Spent & Training Emphasis	429
	Time Spent Only	10
	Total	1647

XI. PERSONNEL CAREER FIELD JOB TYPES (PRL SURVEY 1964)

The survey data were key punched and grouped, using the computer program for hierarchical job grouping developed for the identification of job types. Thirty-four significant job types were identified and described. Tasks defining the 11 specialties, as well as tasks performed by groups having varying experience levels from a year or less to 20 years or more were also reported. These groups have been discussed in detail in a previous report (Morsh 1965). Tables are included in that document which show, in descending order of time spent on them, tasks defining the job types and the specialty and experience groups.

The 34 job types identified in the 1964 survey of the Personnel Career Field are listed in order of size in Table 7. Since a larger sample was used in this survey, 1,647 cases as compared with 834 in the SAC survey, job types with fewer than eight members are not reported.

A comparison of Tables 6 and 7 shows that the total number of significant job types identified in the two surveys is about the same. Since the job types in the surveys were identified and named independently, identical job types may be designated differently. The later survey shows, however, a somewhat increased emphasis on mechanized procedures.

XII. RELATIVE TIME SPENT ON TASKS

As reflected in Table 8, when incumbents rated time spent on tasks relative to other tasks performed, the distribution of time is highly skewed. That is, they tend to spend most of their time on a few tasks and a small amount of time on a great many tasks. The tasks listed in Table 9 had average time spent ratings of 4.00 or more by groups of incumbents who performed them.

XIII. TECHNICAL ASSISTANCE REQUIRED TO PERFORM TASKS

Mean ratings of technical assistance needed were computed for tasks performed by groups of five or more incumbents in each specialty. The results summarized in Table 10

suggest that technical assistance is rarely required for tasks performed by incumbents in the Personnel Career Field. The one task that 73231 incumbents reported needing occasional technical assistance was "Process documents for awards and decorations (AF Forms 642, 1046, etc.)."

Table 7. Personnel Career Field Job Types

(PRL Survey 1964)

Number	Job Type Title	No. of Members	% Time Described	Stage Formed
1	Personal Affairs Specialist	201	58.6	117
2	Machine Records Clerk	194	52.6	109
3	NCOIC Data Actg & Reporting (Mechanized)	175	59.2	211
4	Chief of Personnel	170	56.5	244
5	Airman Records Clerk	79	55.1	229
6	NCOIC Assignments (Career Control)	64	56.0	215
7	NCOIC Testing & Classification	60	54.4	135
8	Morning Report Clerk	51	54.5	178
9	NCOIC Records Maintenance	50	53.8	181
10	EAM Operator	48	49.5	113
11	Officer Records Clerk	29	59.6	376
12	Personnel Advisor	27	50.9	105
13	NCOIC Quality Control	23	50.4	118
14	Personnel Assignments Clerk	23	51.7	136
15	NCOIC Records Supervision	20	49.6	114
16	Personnel Systems Analyst	20	50.1	100
17	Classification & Pro Pay Clerk	20	50.6	111
18	OER & APR Monitor	19	53.0	121
19	NCOIC Separations	18	60.5	362
20	Military Pay Clerk	17	60.2	336
21	Separations & Reenlistment Clerk	15	54.7	177
22	NCOIC Pay & Allotments	15	53.2	131
23	Air Force Aid Society Clerk	14	52.1	154
24	NCOIC Promotions & Demotions	13	49.5	129
25	Training Clerk	13	57.2	263
26	Leave Clerk	12	52.0	119
27	Manning Specialist	11	49.7	133
28	NCOIC Career Motivation	10	54.3	189
29	NCOIC Retention	9	57.4	276
30	Personnel Records Clerk	9	60.1	316
31	Personnel Processing Clerk	9	51.9	116
32	NCOIC Personnel Management	8	54.5	162
33	Typing & Filing Clerk	8	56.6	222
34	Processing Clerk	8	57.8	195

Table 8. Mean Ratings of Relative Time Spent Computed for Groups of Five or More Incumbents in Each Specialty

(N = 1,647)

	Number of Tasks Rated										
	73230	73230A	73231	73232	73250	73250A	73270	73270A	73271	73272	73290
N =	56	52	115	3	420	249	287	151	124	21	169
Mean rating of 5 or more incumbents:											
1.00 to 1.99	5	3	25		25	27	26	35	34	12	61
2.00 to 2.99	30	19	56		125	85	144	81	73	31	121
3.00 to 3.99	40	19	26		76	30	54	15	19	22	25
4.00 to 4.99	4	3	1		3	1				4	2
5.00	1										
Tasks rated by 1 to 4 incumbents											
	102	60	115	43	21	80	30	65	35	50	43
Tasks not performed											
	78	156	37	217	10	37	6	64	99	143	8
Total Tasks											
	260	260	260	260	260	260	260	260	260	260	260

Note.—Time Spent Scale: Small Amount = 1, Below Average = 2, Average = 3, Above Average = 4, Great Amount = 5.

Table 9. Relative Time Spent on Tasks

(Mean Ratings 4.00 and Above)

Task	AFSCs 732 --						
	90	72	50A	50	31	30A	30
G16 Prepare Daily Military Strength (AF Form 183) and related forms (AF Forms 183a, 183b, 183c)				X		X	X
G13 Organize data and prepare the morning report (AF Forms 1124, 1323, etc.)	X					X	X
L12 Operate typewriter				X	X		X
B 5 Direct the maintenance of mechanized personnel reports, card decks, and rosters							X
J 10 Prepare Military Pay Orders (DD Form 114)							X
G10 Maintain UOR File						X	
F12 Initiate and maintain officer selection record group				X			
C20 Verify and update information on punch cards and machine listing			X				
G 2 Analyze and correct errors of Personnel Data System, Officer (PDO) detected by Hq AF computer edits		X					
G 3 Analyze and correct errors of Personnel Data System, Officer (PDO) detected by MAC computer edits		X					
C16 Review correspondence and reports	X						

**Table 10. Mean Ratings of Technical Assistance Required Computed for
Groups of Five or More Incumbents in Each Specialty**
(N = 406)

	Number of Tasks Rated											
	73230 N =	73230A 13	73231 15	73232 23	73232 2	73250 102	73250A 62	73270 77	73270A 26	73271 29	73272 5	73290 52
Mean rating of 5 or more incumbents:												
1.00 to 1.99		3	12	51		125	80	163	83	77		102
2.00 to 2.99		1	3	3		34	13	6		10		10
3.00 to 3.99				1								
4.00 to 4.99												
Tasks rated by 1 to 4 incumbents		89	49	54	36	78	75	62	52	50	54	89
Tasks not performed		167	196	151	224	23	92	29	125	123	206	59
Total Tasks		260	260	260	260	260	260	260	260	260	260	260

Note.—Technical Assistance Required Scale: Almost Never = 1, Seldom = 2, Occasionally = 3, Frequently = 4, Almost Always = 5.

XIV. FREQUENCY OF TASK PERFORMANCE

Mean ratings of frequency of task performance are summarized in Table 11. Except at the 9-skill level, it appears that most tasks are performed more often than once a month. Many 7- and 9-skill level tasks are performed at frequencies ranging from about twice a year to three times a month. Many 3- and 5-skill level tasks are performed on the average from once a month to four times a week.

XV. DIFFICULTY OF LEARNING TASKS BY OJT

Table 12 summarizes mean ratings of difficulty of learning by OJT computed for groups of five or more incumbents in each specialty. Tasks with mean ratings of 3.00 to 3.99, "Hard to learn by OJT" for groups in the several specialties are listed in Table 13.

XVI. TRAINING EMPHASIS NEEDED BY TASKS

Table 14 gives mean ratings of training emphasis needed by tasks computed for groups of five or more incumbents in each specialty. The table indicates that a number of tasks performed by members of each specialty are judged to need considerable training emphasis. When specific tasks are identified, however, it appears that in general, each specialty has its own particular tasks which are thought to require training emphasis. For example, the eight tasks, given average ratings of 4.00 or more (considerable training emphasis) by 73250 groups, do not overlap any of

(Text continues on page 15)

Table 11. Mean Ratings of Frequency of Task Performance Computed for Groups of Five or More Incumbents in Each Specialty

(N = 406)

	Number of Tasks Rated											
	73230	73230A	73231	73232	73250	73250A	73270	73270A	73271	73272	73290	
	N =	12	9	32	1	109	66	71	37	31	5	33
Mean rating of 5 or more incumbents:												
1.00 to 1.99					4	6	13	13	11			20
2.00 to 2.99			17		44	30	87	32	27	2		68
3.00 to 3.99	1	3	36		82	36	75	32	30	12		30
4.00 to 4.99	5	2	11		37	29	7	21	17			8
5.00	2		1									
Tasks rated by 1 to 4 incumbents	83	61	156	17	69	104	59	59	43	77		106
Tasks not performed	169	194	39	243	24	55	19	103	132	169		28
Total Tasks	260	260	260	260	260	260	260	260	260	260		260

Note.—Frequency Scale: Once or Less Per Year = 1, 2 to 11 Times Per Year = 2, 1 to 3 Times Per Month = 3, 1 to 4 Times Per Week = 4, 5 or More Times Per Week = 5.

Table 12. Mean Ratings of Difficulty of Learning by OJT Computed for Groups of Five or More Incumbents in Each Specialty

(N = 396)

Number of Tasks Rated											
	73230	73230A	73231	73232	73250	73250A	73270	73270A	73271	73272	73290
N =	16	5	24	0	108	63	70	40	29	3	38
Mean rating of 5 or more incumbents:											
1.00 to 1.99	14	3	28		85	43	75	61	57		38
2.00 to 2.49	6		22		60	27	64	26	30		35
2.50 to 2.99	4		8		18	5	22	13	8		29
3.00 to 3.99	2		3		4	1	4	3			11
4.00 to 4.99											1
Tasks rated by 1 to 4 incumbents											
	93	33	60		70	85	63	57	38	78	93
Tasks not performed											
	141	224	139		23	99	32	100	127	182	53
Total Tasks											
	260	260	260		260	260	260	260	260	260	260

Note.—Difficulty of Learning by OJT Scale: Easy to learn by OJT = 1, Fairly easy to learn by OJT = 2, Hard to learn by OJT = 3, Very hard to learn by OJT = 4, Almost impossible to learn by OJT = 5.

Table 13. Tasks Difficult to Learn by OJT

(Mean Ratings 3.00-3.99)

Task	AFSCs 732 --						
	90	70A	70	50A	50	31	30
F30 Prepare Airman Military Record (AF Form 7)							X
F32 Prepare and review transactions registers							X
B13 Monitor fund raising campaign						X	
D13 Present briefings						X	
I 6 Counsel personnel on commercial and government life insurance; investments and mutual funds						X	
A14 Revise the organization of the section					X		
I 4 Counsel personnel in preparation for overseas assignment					X		
I 5 Counsel personnel on career development, classification, cross-training, or assignment					X		
I19 Counsel personnel or give briefings on reenlistment, separation, and retirement	X				X		
L14 Wire panel board for document writer (such as IBM 870)	X	X		X			
C 8 Evaluate organization OJT program			X				
C19 Review personnel systems designs for conversion to mechanized procedures	X		X				
G 1 Analyze and correct CBPO errors detected by MAC and Hq AF computer edits	X		X				
G 2 Analyze and correct errors of Personnel Data System, Officer (PDO) detected by Hq AF computer edits	X						
G 3 Analyze and correct errors of Personnel Data System, Officer (PDO) detected by MAC computer edits	X		X				
G15 Prepare inquiries for computer output products		X					
L 2 Operate document writer (such as IBM 870)		X					
C 1 Audit computer edit programs with mechanized output products	X						
C 9 Evaluate procedure and equipment for automatic data processing	X						
E 4 Establish and operate airman promotion selection (or nomination) boards	X						
F31 Prepare and process correspondence	X						
G 4 Analyze strength summary balance and audit strength summary cards	X						
I13 Counsel personnel on promotion	X						

the 11 tasks similarly rated by the 73270 groups or the 5 tasks given these ratings by the 73290 groups. Incidentally, the task given a training emphasis rating of 5 by all 73250 incumbents who performed it was "Organize data and prepare the morning report."

The 73231 groups gave an average rating of 4.00 or more to 14 tasks, 5 of which were included among the 10 tasks that 73271 groups also thought should be given training emphasis. These five tasks were: prepare casualty assistance summary; prepare documents for casualty reports; counsel personnel about survivors', dependents', and separation benefits; counsel survivors on death benefits and provide casualty assistance; counsel military personnel on election of options.

Table 14. Mean Ratings of Training Emphasis Needed by Tasks Computed for Groups of Five or More Incumbents in Each Specialty

(N = 429)

	Number of Tasks Rated									
	73230 N =	73230A	73231	73232	73250	73250A	73270	73270A	73271	73272 73290
	15	20	36	0	98	55	69	48	34	8 46
Mean rating of 5 or more incumbents:										
1.00 to 1.99	1		2		6	5	12	7	4	2 9
2.00 to 2.99	3	2	15		66	22	60	29	31	7 36
3.00 to 3.99	13	15	32		73	34	80	53	50	8 56
4.00 to 4.99	3	1	14		8	12	11	14	10	8 5
5.00					1					
Tasks rated by 1 to 4 incumbents	121	59	57		77	73	62	47	51	70 129
Tasks not performed	119	183	140		29	114	35	110	114	165 25
Total Tasks	260	260	260		260	260	260	260	260	260 260

Note.—Training Emphasis Needed Scale: Least Emphasis = 1, Small Emphasis = 2, Moderate Emphasis = 3, Considerable Emphasis = 4, Most Emphasis = 5.

XVII. SUMMARY AND CONCLUSIONS

1. The difficulty incumbents experienced in using an absolute "time-spent" scale in the exploratory study reported and in similar studies led to the substitution of relative rating scales.
2. Ratings of duties were found to be hard to interpret. In inventories constructed since the exploratory study, incumbents are asked to rate tasks only. Duties are analyzed in terms of ratings of tasks within duty categories.
3. In the inventory construction phase a technique was developed by means of which each task statement was put in the context of statements in any related category to reveal overlapping that might otherwise escape notice.
4. Responses to responsibility statements were difficult to interpret statistically and were ambiguous in terms of actual work performed. Responsibilities are consequently reflected in appropriate task statements in job inventories now constructed under AFM 35-2 procedures.
5. The abbreviated version of the directions for administering inventories given in AFM 35-2 proved to be so satisfactory that it was incorporated in the January 1963 revision of the manual.
6. Except at the superintendent level the number of tasks performed is directly related to skill level; the higher the level, the more tasks are done.
7. Some tasks, such as those pertaining to directing and implementing or training, are not performed until an incumbent has had considerable experience.

8. Certain supervisory job types can readily be differentiated from technical or clerical job types, both in terms of tasks performed and in terms of the skill levels of the group members. Other job types cut across skill levels.

9. In some job types work is concentrated upon a few tasks while the work of other job types is quite diverse.

10. Apprentice and journeyman personnel specialists spend most of their time maintaining records or extracting data.

11. Preparation of correspondence occupies considerable time at all skill levels.

12. Tasks having to do with record maintenance, interpreting and applying procedures, extracting and compiling data, preparing correspondence, or operating equipment tend to be performed by incumbents at all experience levels.

13. In the SAC survey of 834 airmen in four specialties, 35 job types, each containing five or more members were identified. In the Personnel Research Laboratory survey of 1,647 men in 11 specialties, 34 job types, each comprised of 8 or more members, were found.

14. Incumbents report spending a great deal of time on certain tasks. These tasks include preparation of Daily Military Strength forms, preparation of the morning report, and operating typewriter.

15. Technical assistance is rarely required for tasks performed by incumbents in the Personnel Career Field.

16. Most Personnel Career Field tasks are performed more often than once a month.

17. Personnel Career Field incumbents report few tasks as being "hard to learn by OJT."

18. Each specialty has particular tasks that incumbents think should be emphasized in training.

APPENDIX

PERCENTAGE OF INCUMBENTS PERFORMING EACH TASK BY SKILL LEVEL

(SAC SURVEY 1962)

PERCENTAGE OF INCUMBENTS PERFORMING EACH TASK BY SKILL LEVEL (SAC SURVEY 1962)

TASK	Percentage Performing			
	73230	73250	73270	73290
DUTY A: ORGANIZING AND PLANNING				
1. Assign personnel to duty positions	6	17	61	86
2. Assign space for equipment	0	9	43	83
3. Assure availability of equipment for the section	12	22	64	93
4. Determine personnel requirements	4	12	60	90
5. Revise the organization of the section	0	13	51	83
6. Coordinate work activities with other sections	22	52	84	97
7. Establish special work priorities	8	30	74	93
8. Develop and improve work methods and procedures	43	43	82	97
9. Draft recommendations of policy revisions for submission to higher echelons	0	11	56	83
10. Plan work flow	10	31	77	86
11. Plan and schedule work assignments	2	28	78	86
12. Plan section safety program	0	3	34	55
13. Plan reports and record keeping for the section	20	32	67	90
14. Plan and maintain status boards	6	15	42	48
15. Conduct section meetings	2	12	56	86
16. Present briefings to groups on personnel subjects	2	16	50	69
DUTY B: DIRECTING AND IMPLEMENTING				
1. Supervise subordinate supervisors	0	4	49	90
2. Establish performance standards	2	12	61	83
3. Direct subordinates in maintaining security standards	2	13	51	72
4. Direct subordinates in the observance of safety practices	0	11	49	66
5. Draft and submit job descriptions	2	17	49	69
6. Prepare organizational charts	4	7	37	79
7. Implement airman retention program	2	6	16	34
8. Interpret higher headquarters directives	10	38	84	100
9. Draft SOPs, office instructions, regulations, or internal policy letters	6	34	78	100
10. Direct administration of sample surveys RCS AF-P3	0	3	10	31
11. Supervise the maintenance of mechanized personnel reports, card decks, and rosters	14	10	29	28
12. Coordinate with statistical service for necessary machine support	8	18	37	34
13. Conduct personnel utilization surveys	0	2	12	17

TASK	Percentage Performing			
	73230	73250	73270	73290
14. Implement Quality Control program	2	4	16	34
15. Establish formats for PCAM cards used for recording personnel data	4	7	16	17
DUTY C: INSPECTING AND EVALUATING				
1. Evaluate individuals for promotion and upgrading	4	17	72	93
2. Evaluate the adequacy of work inspection	2	9	40	79
3. Evaluate adherence to established work standards	0	17	62	90
4. Evaluate adherence to work schedules	4	15	60	83
5. Inspect correspondence and routine reports for accuracy and completeness	22	55	86	97
6. Resolve problems encountered by subordinates	2	32	80	97
7. Recommend changes in handbooks, manuals, and other publications	0	10	48	69
8. Perform records check to find discrepancies	39	39	47	69
9. Evaluate subordinate's work for accuracy and conformance with current regulations, directives, and policies	2	31	79	100
10. Evaluate procedures and equipment for automatic data processing program	0	5	15	28
11. Evaluate adequacy of organization OJT program	0	5	30	66
12. Inspect leave programming and control	0	6	26	59
13. Verify information on PCAM cards against individual records	12	22	27	31
14. Monitor selective reenlistment procedures and programs	4	4	12	21
15. Monitor quality control program	2	4	16	41
16. Monitor officer and airman demotion actions	8	5	18	31
DUTY D: TRAINING				
1. Plan and implement on-the-job training programs	0	11	52	52
2. Periodically review training status of section	0	12	59	79
3. Review training progress of individuals	0	20	69	83
4. Conduct on-the-job training	0	28	70	38
5. Select individuals for specialized training courses	0	5	20	41
6. Recommend individuals for retraining	0	4	20	17
7. Indoctrinate newly assigned personnel	6	20	60	76
8. Rotate duty assignment of personnel	0	10	47	76
9. Interpret training directives	0	14	44	48
10. Demonstrate equipment and procedures	4	20	39	31

TASK	Percentage Performing			
	73230	73250	73270	73290
DUTY E: INITIATING, MAINTAINING, & EXTRACTING INFORMATION FROM PERSONNEL RECORDS				
1. Supervise the initiation, maintenance, and extraction of information from personnel records	8	31	47	41
2. Maintain mechanized personnel records by recording information and making changes	29	20	17	3
3. Accomplish, reaccomplish and maintain AF Forms 7 and 1226	29	31	10	7
4. Accomplish, reaccomplish and maintain AF Form 11	14	10	12	0
5. Maintain unit personnel records folder including special orders and aeronautical and flying status orders	24	21	16	7
6. Check accuracy of entries in personnel records periodically	31	35	42	59
7. Brief incoming personnel on completion of DD Form 398 (Statement of Personal History)	8	11	10	3
8. Initiate and process personal history statements (DD Form 398)	10	11	11	3
9. Prepare request for security clearances on personnel	20	10	11	14
10. Record and file security clearances	35	23	12	3
11. Notify unit commanders of personnel due for physical examinations and immunization and annual records review	16	19	18	10
12. Maintain immunization records	16	21	12	7
13. Mail and distribute personnel records and reports	39	25	26	14
14. Request publication of special orders	29	47	44	41
15. Initiate and/or process requests for ID cards for dependents, retired personnel or survivors of military personnel	29	26	20	14
16. Record appropriate data on Officer Effectiveness Reports	2	7	8	0
17. Notify reporting officers concerning the submission of Officer Effectiveness Reports	2	6	9	0
18. Process completed Officer Effectiveness Reports and transmit to appropriate headquarters	4	6	10	7
19. Initiate and complete personnel actions on AWOL or desertion status	20	21	9	7
20. Initiate and maintain PCAM cards on newly assigned permanent party personnel	6	13	11	0
21. Maintain leave records (AF Form 617)	33	21	9	7
22. Prepare and type morning report data records (AF Forms 1123 and 1124)	10	11	5	0
23. Conduct annual records review	33	23	17	14
24. Maintain PCAM cards for suspending OER's and APR's	2	7	7	0
25. Prepare creation sheets and convert personnel data to code for punching into PCAM cards	6	24	22	3
26. Initiate and maintain NCO command selection record group	8	6	9	7
27. Initiate and maintain officer command assignment record group	0	1	3	0
28. Initiate and maintain officer command selection record group	0	1	2	0
29. Record appropriate data on AF Form 75, Airman Performance Report, and forward to rating official	6	10	16	10
30. Process and file completed performance reports	20	22	14	7

TASK	Percentage Performing			
	73230	73250	73270	73290
31. Accomplish DD Form 493, Extract of Military Record of Previous Convictions	0	11	5	3
DUTY F: INTERPRETING AND APPLYING SELECTION AND CLASSIFICATION PROCEDURES				
1. Supervise interpretation and application of selection and classification procedures	0	3	19	38
2. Determine that classification requests for personnel meet regulation requirements	0	9	26	28
3. Determine eligibility of personnel for assignment and reassignment according to request and regulation	2	13	27	21
4. Insert revisions in AFMs 35-1 and 36-1 and other manuals and publications	8	14	24	14
5. Interpret Air Force policies, directives, and regulations pertaining to personnel assignment	4	15	38	62
6. Determine eligibility of airmen for assignment to proficiency pay status	0	4	14	17
7. Process personnel for overseas assignment	33	29	23	7
8. Process personnel for ZI assignments	22	28	24	3
9. Interpret Air Force and command directives pertaining to the airman promotion program	2	4	20	55
10. Establish and operate airman promotion selection (or nominations) boards	2	2	10	21
11. Provide assistance in airman demotion actions	14	8	13	34
12. Process personnel for TDY	37	33	22	10
13. Determine eligibility of personnel for training/retraining, either directed or voluntary	2	12	25	17
DUTY G: EXTRACTING AND COMPILING PERSONNEL DATA AND PREPARING REPORTS				
1. Supervise extraction and compilation of personnel data and preparation of reports	2	14	47	55
2. Organize and compile data for the morning report	10	17	9	0
3. Type the morning report	10	13	5	0
4. Organize and compile data for other reports	18	36	44	21
5. Type other reports	31	35	22	3
6. Maintain files of morning reports	12	16	9	3
7. Maintain files of other reports	20	32	36	14
8. Verify classification and audit lists by referring to morning reports, unit personnel records, and special orders	16	28	22	21
9. Extract qualification and service data from personnel records, special orders, and sick reports	18	26	22	3
10. Maintain accurate and current personnel record files	33	24	17	7
11. Maintain PCAM cards from information extracted from personnel records	10	17	15	0
12. Maintain quality control folders	6	4	9	10
13. Prepare promotion reports	8	8	16	17
14. Prepare retention reports	4	7	9	3
15. Prepare reports for Regular Air Force Augmentation	0	2	8	7

TASK	Percentage Performing			
	73230	73250	73270	73290
16. Initiate and assist in preparation of LOD investigations	2	2	6	3
17. Prepare airmen demotion reports	2	3	8	7
18. Maintain data and prepare reports on returned check program	2	2	5	10
19. Prepare machine reports to meet local and higher headquarters requirements	6	13	15	7
DUTY H: PREPARING MILITARY PAY ORDERS AND RELATED DOCUMENTS				
1. Supervise preparation of military pay orders and related documents	4	9	18	7
2. Organize and compile information for military pay orders and related documents	12	16	11	0
3. Prepare and type military pay orders	20	18	10	0
4. Prepare and type allotment forms	14	16	9	0
5. Prepare and type dependency certificates	14	14	7	0
6. Prepare and type travel vouchers	16	13	7	3
7. Prepare and type vouchers and allied documents for reimbursement of dependent's travel	14	12	7	0
8. Prepare proficiency pay orders	14	11	8	3
9. Maintain PCAM cards, ratings, and suspense file on personnel assigned to pro pay	2	6	8	3
DUTY I: PREPARING AND MAINTAINING PERSONAL AFFAIRS FORMS				
1. Supervise preparation and maintenance of personal affairs forms	0	3	14	10
2. Prepare and type requests for loans from American Red Cross and Air Force Aid Society	0	2	5	3
3. Prepare and type personal affairs forms	4	4	8	0
4. Type AF Form 246 (Record of Emergency Data) whenever a change occurs	25	26	13	7
5. Prepare AF Form 806 (USCOA) on personnel completing 17 years service for pay	4	5	8	3
DUTY J: ADVISING AND COUNSELING MILITARY PERSONNEL				
1. Supervise personnel who advise and counsel airmen and officers	2	6	39	34
2. Explain operation of American Red Cross and Air Force Aid Society	2	3	11	7
3. Answer inquiries about active duty benefits, survivor's benefits, dependent's benefits, and separation benefits	8	10	25	7
4. Refer matters requiring legal interpretation to proper agency	20	16	31	31
5. Refer appropriate problems to the chaplain	6	8	20	21
6. Counsel military personnel on AF Forms 806 and 803 (Election of Options) (USCOA)	2	3	10	7
7. Counsel personnel on DD Form 802 (Mortgage Insurance)	2	5	13	3
8. Counsel personnel on commercial and government life insurance; investments and mutual funds	4	4	10	3
9. Prepare and conduct group retirement and separation briefings	6	3	11	0
10. Counsel and advise personnel on OJT programs	0	6	26	28

TASK	Percentage Performing			
	73230	73250	73270	73290
11. Counsel personnel on promotion and assignments	4	9	29	31
12. Counsel personnel on commissioning programs	2	3	17	3
13. Counsel personnel on the reserve programs	2	4	11	10
14. Advise personnel on career development, reclassification, crosstraining, or assignment	0	10	29	24
15. Counsel personnel on reenlistment, separation, and Air Force careers	10	10	22	14
16. Counsel personnel on retirement	4	8	22	17
17. Counsel personnel on Family Services Program	0	2	9	3
18. Counsel personnel on overseas movements	10	12	19	14
19. Counsel personnel on other personal affairs items	4	5	11	3
DUTY K: PREPARING CORRESPONDENCE AND MAINTAINING FILES				
1. Supervise preparation of correspondence and maintenance of files	2	21	72	90
2. Prepare and draft correspondence	33	60	84	83
3. Type and process correspondence	41	57	46	17
4. Interpret regulations and process documents for awards and decorations	4	15	18	17
5. Take appropriate action in regard to lost or missing records	27	35	30	24
6. Process leave requests	10	9	20	21
7. Process applications for school assignments	4	9	12	17
8. Prepare correspondence and documents for concurrent travel of dependents	8	9	10	7
9. Process documents for unaccompanied dependents for overseas moves	2	5	4	3
10. Prepare correspondence and documents for casualty reports	2	7	9	3
11. Select channels and coordination to be used in forwarding correspondence and reports	6	13	36	52
12. Maintain special orders files	27	39	25	7
13. Prepare punch cards and maintain files for physical status	8	8	7	0
14. Prepare punch cards and maintain files for mechanical leave accounting system	6	9	7	0
15. Update PCAM cards	4	13	10	0
16. Prepare duty assignment orders	2	10	12	17
17. Maintain card file on assigned personnel	20	22	19	10
18. Maintain roster of separations	8	10	8	0
19. Maintain and control classified documents	2	2	8	21
20. Maintain and update personnel actions PCAM card files	2	12	9	0
21. Maintain and update service data PCAM card decks	6	10	8	0

TASK	Percentage Performing			
	73230	73250	73270	73290
22. Distribute machine lists of personnel data	4	14	18	10
23. Check personal affairs files of incoming and outgoing personnel for completeness	4	4	7	0
24. Initiate and process personnel special actions such as FEB's, elimination actions, demotion, etc.	4	8	12	14
DUTY L: ADMINISTER AIR FORCE TESTS				
1. Supervise administration of Air Force tests	0	1	7	3
2. Control test booklets, answer sheets, and scoring keys in accordance with AFM 35-8	0	1	5	0
3. Schedule examinees for testing	2	2	9	0
4. Proctor examinees during administration of tests	0	2	5	0
5. Scan test materials	0	2	6	0
6. Insure that tests are administered in accordance with AFM 35-8	0	1	6	3
7. Hand score tests and record results	0	2	5	0
8. Process and forward answer sheets and mark sense cards for machine scoring	0	1	5	0
DUTY M: PROCESSING OF PERSONNEL FOR REENLISTMENT OR SEPARATION				
1. Supervise processing of personnel for reenlistment or separation	2	6	15	17
2. Prepare DDForm 4	6	7	5	0
3. Schedule eligible personnel for separation counseling	6	7	11	0
4. Arrange for counseling in cases of disability or other special types of discharge	6	4	11	0
5. Schedule eligible personnel for separation physical examination	10	9	9	0
6. Inform unit commander of personnel to be processed for separation or release from active duty	0	7	11	0
7. Validate records of personnel scheduled for reenlistment or separation	8	11	9	7
8. Prepare DD Form 214	10	8	5	0
9. Prepare separation Military Pay Orders	8	8	6	0
10. Make final disposition of records of separated personnel	10	9	7	0
11. Process requests for retirement, separation, release from EAD, and discharge	6	7	9	21
12. Implement retention program (AFR 39-2)	2	5	8	3
13. Prepare forms for elimination actions	0	2	4	0
14. Prepare forms for extension of enlistment	6	8	7	0
15. Process separation actions under Air Force regulations	10	9	10	14
16. Prepare and type separation reports and forms	4	9	5	0
17. Prepare and type reenlistment forms	8	7	5	0

[illegible]

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13. ABSTRACT The results of surveys of the Personnel Career Field conducted in 1959, 1961, 1963, and 1964 are reported. Improvements in inventory content and format and in administrative procedures were incorporated with each successive survey. In the last 2 surveys incumbents completed a background information sheet and rated the relative time spent on tasks. A computerized hierarchal grouping procedure applied to the time-spent data was used to identify and describe job types. In the 1962 survey 35 significant job types were found. In the 1964 survey 34 job types were identified. Job types tend to cut across commands and to some extent across grades and specialties. In the 1964 survey, in addition to relative time spent, subsamples of incumbents used 4 other task rating factors: technical assistance required, frequency of performance, difficulty of learning by on-the-job training, and training-emphasis. Results of the tryout of these ratings are also reported.		

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airmen						
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